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**HIGH INVOLVEMENT OF HUMAN RESOURCE MANAGEMENT
PRACTICES, ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND
JOB SATISFACTION IN ROYAL MALAYSIA CUSTOMS**



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**Thesis Submitted to
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(Management)**



**Pusat Pengajian Pengurusan
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**HIGH INVOLVEMENT OF HUMAN RESOURCES MANAGEMENT (HRM) PRACTICES,
ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB) AND JOB SATISFACTION
IN ROYAL MALAYSIA CUSTOMS DEPARTMENT (RMCD) PERAK**

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ABSTRACT

The purpose of this study was to investigate the influences of high involvement human resource management (HRM) practices and organizational citizenship behavior (OCB) on job satisfaction. High involvement of HRM practices was divided into five dimensions namely recognition practices, empowerment practices, competence development practices, fair reward practices and information sharing practices. The relationship between these five dimensions to OCB and the relationship between OCB to job satisfaction of employee in Royal Malaysia Customs Department (RMCD) Perak was explored in this study. 250 questionnaires were distributed to the employees in RMCD Perak and in return, 200 questionnaires were collected. Regression analysis was used to examine the relationship between those variables. Results indicated that the positive significant relationship was found between empowerment practices, competence development practices, fair reward practices and information sharing practices to OCB as well as the positive significant relationship between OCB and job satisfaction. However, results showed that there was no significant relationship between recognition practices and OCB. The study aims to contribute to organization that intend to use OCB as an instrument to increase the level of employee satisfaction as well as to enhance the human resources management, organizational citizenship and job satisfaction.

Keywords: Human Resource Management Practices, Organizational Citizenship Behavior, Job Satisfaction

ABSTRAK

Kajian ini adalah bertujuan untuk mengenalpasti kesan di antara amalan pengurusan sumber manusia (HRM) dan gelagat kewarganegaraan organisasi (OCB) terhadap kepuasan kerja. Amalan pengurusan sumber manusia dibahagikan kepada lima dimensi iaitu amalan pengiktirafan, amalan pemberian dorongan, amalan pembangunan kecekapan, amalan ganjaran dan amalan pengkongsian maklumat. Hubungan di antara lima dimensi ini dan OCB serta hubungan di antara OCB dan kepuasan kerja di antara pekerja dalam Jabatan Kastam Diraja Malaysia (JKDM) Perak akan diulas dalam kajian ini. 250 kertas soal siasat telah diedar di kalangan pekerja dalam JKDM Perak dan 200 kertas soal siasat berjaya dikumpulkan. Kaedah regresi analisis telah digunakan untuk menguji hubungan di antara pembolehubah tersebut. Keputusan menyatakan bahawa terdapat hubungan signifikan yang positif di antara amalan pemberian dorongan, amalan pembangunan kecekapan, amalan ganjaran, amalan pengkongsian maklumat ke atas OCB. Hubungan signifikan yang positif juga wujud di antara OCB dan kepuasan kerja. Walaupun bagaimanapun, keputusan menyatakan bahawa tiada hubungan yang wujud di antara amalan pengiktirafan dan OCB. Kajian ini bertujuan untuk memberi sumbangan kepada organisasi yang berhasrat untuk menggunakan OCB sebagai instrumen untuk meningkatkan tahap kepuasan pekerja serta untuk menambah sorotan karya tentang amalan pengurusan sumber manusia, gelagat kewarganegaraan organisasi dan kepuasan kerja.

Kata kunci: Amalan pengurusan sumber manusia, gelagat kewarganegaraan organisasi, kepuasan kerja

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LIST OF ABBREVIATIONS

Short Form	Explanation
DV	Dependent Variable
HRM	Human Resources Management
JKDM	Jabatan Kastam Diraja Malaysia
IV	Independent Variable
OCB	Organizational Citizenship Behavior
RMCD	Royal Malaysia Customs Department
SPSS	Statistical Package for the Social Sciences
SST	Sales and Services Tax
UUM	Universiti Utara Malaysia



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CHAPTER ONE

INTRODUCTION

1.0 Background of the study

A job can be defined as a position of doing work thus receiving regular payment. A job is able to motivate a person whereby when a person is highly satisfied with their job, they are able to perform their job with a high degree of quality, having low rates of absenteeism and less likely to leave the organization (Brown and Peterson, 1993; Hackman and Oldham, 1974; Singh, 1998). Imagine, one-third of our daily routine is attach to our job, either a permanent job in a specific organization, work from home or self working. Therefore it is important to ensure our job is able to provide us with high satisfaction thus ensuring our long-lasting and belonging in a certain job position. According to Crespi Vallbona and Mascarilla Miro (2018), employee dissatisfaction has a lot of impact to an organization such as turnover, absenteeism, job stress, sick leave, humiliation, burnout, unproductiveness, and lack of commitment.

According to Crespi Vallbona et al. (2018), dissatisfaction among employees has a direct effect on the profitability and productivity of an organization in which affects the performance of an organization in long-run. Therefore, there is no doubt that companies have to spend more resources and pay more attention to the subject on how to improve the satisfaction of employee. This scenario is also relevant to the customs department whereby productivity and performance is very important in such enforcement agency since such agency is representing the government and serve the public so when the employee in such agency feel

dissatisfaction to their job they might express negatively while serving the public. Besides express negatively they might also perform their duties with much enthusiasm such as missing in action while working, doing their job in a hanky-panky way, protesting when instructions are given, and spreading confidential information to the public and so on. Disciplinary action were eventually brought up for such issues and in the worst case scenario, employee that involve might be sacked by the department and lose their pension.

What is the actual element that affects job satisfaction? What can be done to ensure job satisfaction? Answers to such questions are subjective and highly depends on the practices of every organization. For instance, some companies might focus on monetary elements such as rewards and compensation while some might focus on non-monetary elements such as recognition and promotion. Previous studies help us to understand the importance of job satisfaction and how job satisfaction is critical to the success of organizational. The success of organization here simply included the outcome, results and achievements which derived from employee's hardworking and action (Friday and Friday, 2003; Tepayaku and Rinthaisong, 2018; Swaminathan and Jawahar, 2013).

According to Spector (1997), job satisfaction is based on the actual feeling of employees on their current job. While according to Lawler (1990), job satisfaction is the employee's actual feeling about the rewards that are perceived by the employees from their current job. Hamid Safarpour, Sakineh Sabzevari and Ali Delpisheh (2018), defined job satisfaction as a subjective phenomenon that results from the synchronization between attitude and behavior.

Previous studies revealed that organizational citizenship behavior (OCB) and human resources management (HRM) practices are crucial elements that promote job satisfaction. High performance of HRM practices are associated with organizational performance (Appelbaum, Bailey, Berg and Kelleberg, 2000) and high involvement of HRM practices are able to contribute to OCB (Yang, 2012). Both job satisfaction and employee's engagement are critical to the success of an organization (Tepayakul et al., 2018).

1.1 Problem Statement

High involvement of HRM practices are important and play certain role in the organization. According to Yang (2012), high involvement of HRM practices which include fair reward system is able to affect the degree of commitment among the employee such as affecting the contribution of the employees to the citizenship behavior in an organization. While according to Sun, Aryee and Law (2007), high performance of HRM practices is able to enhance the citizenship behavior among employee especially service-oriented employees thus reducing turnover rates and increasing the productivity of employees. Furthermore employees who are satisfied were be more loyal to the company and willing to sacrifice for the company during peak period or critical situations. Besides that, employees that are satisfied are not easily shifted to another company and also intend to protect the goodwill and reputation of their company as well and in the same time spreading positive word of mouth of their own company.

The concept of OCB was initially illustrated by Bateman and Organ (1983). According to Organ (1988), OCB is regarding on discretionary behavior that is

performed by the employees outside the administration of the organization and such discretionary behavior would not be recognized by any award scheme. As mentioned by Organ (1988), employees who are satisfied intend to work more, perform more, commit more and communicate more. Moreover, intrinsically, employees who are satisfied intend to sustain longer in the similar company or industry while employees who have bad experience of the company or industry no longer sustain in the company and seek for better job opportunities as well. The main reason of adding OCB in this study is because OCB plays an important role in enhancing job satisfaction.

Both HRM practices and OCB play the role as independent variables in this study. In the study of Murphy, Athanasou and King (2001), found that job satisfaction was substantially correlated with employee's OCB. The intention of this study is to develop a better understanding framework to assist any organization which intends to introduce OCB in their organization as the tool to measure job satisfaction among the employees and at the same time repairing their HRM practices.

Job satisfaction is important especially in servicing industry but job satisfaction is influenced by many factors. Different studies using different variables in increasing job satisfaction of their studies sample. In this study, high involvement of human resources management practices are broken into five dimensions and each of the dimensions is undergoing testing for their relationship to OCB and how OCB is playing the role of increasing job satisfaction of the employees in the customs department of Perak.

1.2 Research Objective

The main objective of this study is to investigate the effects of how human resources management (HRM) practices and organizational citizenship behavior (OCB) on job satisfaction.

Specifically the objective of this study is deemed as follows:

- To investigate the relationship between the dimensions of HRM practices and OCB.
- To investigate whether OCB is able to increase the job satisfaction of the employees.

1.3 Research Question

The research objective of this study has lead to several research questions.

Specifically the research question of this study is deemed as follows:

- Is there any relationship between the dimensions of HRM practices and OCB?
- Is there any relationship between OCB and job satisfaction of the employees?

1.4 Significance of the study

First of all this is a good opportunity to understand the element that able to enhance job satisfaction of employees thus affecting the organization performance as well. Although the performance of organization is poor in some circumstances but it does not mean that the ability and capability of employees are weak. Somehow the most important element which is job satisfaction is playing a very important role in

determining the performance of employees. Therefore through this study, the organization is able to understand the actual cause of employee's satisfaction hence repairs their dissatisfaction.

This study is also considered as important development framework for organizations which are labour centre especially to services provider organization. The finding of this study could be useful to the organizations whereby organizations could be able to understand that they should treat their employees in more humanistic way since the ability and capability of employees are highly affected by their satisfaction instead of just demanding on measurable performance.

Next this research is also significant to close the theoretical gaps on the relationship between HRM practices, OCB and job satisfaction, especially in the context of enforcement agency like customs department.

1.5 Scope of the study

The scope of this study focuses on individual employees from customs department by investigate how HRM practices, OCB and job satisfaction among the employees in customs department especially customs in the state of Perak. The reason of conducting this research in the enforcement agency due to the core activity of the organization is providing service to the public therefore the attitude of the employees is important when serving the public. It is assured that when the employee is enjoying working in the organization, they were enjoying perform their responsibilities. But if they do not enjoy what they are doing they were actually behave badly and refuse to serve the public well. Therefore by conducting this research in the enforcement department of customs able to ensure the way to increase

job satisfaction of employees thus increase their performance and indirectly the overall firm performance..

1.6 Definition of key term

1.6.1 Human Resources Management (HRM) Practices

Guy and Michel (2007), defined five components of high involvement of HRM practices which included recognition practices, empowerment practices, competence development practices, fair reward practices and information sharing practices.

1.6.2 Recognition Practices

According to Guy et al. (2007), recognition practices can be defined as non monetary rewards method that used in praising an individual as appreciation of their quality work and achievements.

1.6.3 Empowerment Practices

According to Bowen and Lawler (1992), empowerment practices can be defined as motivation that gives by an organization to their employee in making day-to-day decisions job related activities.

1.6.4 Competence Development Practices

According to Minbaeva, Pedersen, Bjorkman, Fey and Park (2003), competence development practices is regarding of using different method in enhancing human capital.

1.6.5 Fair Reward Practices

According to Guy et al. (2007), fair reward practices defined as monetary or non-monetary incentives that give to employee in order to enhance their performance.

1.6.6 Information Sharing Practices

Pilerot (2012) defined information sharing practices as sharing or exchange of information and knowledge.

1.6.7 Organizational Citizenship Behavior (OCB)

Organ (1988) defined OCB as discretionary behavior of an individual employee in participating and promoting an organization without consider any reward as feedback.

1.6.8 Job Satisfaction

Tanriverdi (2008) defined job satisfaction as mentality pleasure of employees that gain from their job outcome.

1.7 Organization of the thesis

Chapter one is briefly discuss about the background, problem statement, research objective, significant and scope of this study. Definition of key term is discuss briefly in chapter one as well. Overall chapter one is for general acknowledgement purposes. Chapter two is providing the literature review of all variables that included in this study. Theoretical framework from previous studies is discuss briefly in chapter two. Research framework and hypothesis statements are develop in chapter two as well.

While chapter three is about the methodology that use in this research. How the research is conduct is cover in chapter three. Chapter four is discuss about data analysis. All the collected data is transform into table which easier for understand. Lastly chapter five is discuss about the conclusion, discussion, limitation as well as the recommendation for future study of this research.



CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter addressed out all the determinant variables that involved in this research which included human resources management (HRM) practices, organizational citizenship behavior (OCB) and job satisfaction. Among all the variables that involved, this chapter differentiated them into dependent variable (IV) and independent variable (DV). The relationship between the IV and DV are defined clearly by using a theoretical framework model. This chapter is ended with hypothesis statement development.

2.1 Job Satisfaction

According to Zikmund, Babin, Carr and Griffin (2013), a dependent variable is a variable that influence by other variables. Job satisfaction is playing the role as dependent variable in this research. According to Tanriverdi (2008), job satisfaction can be defined as the state of mentality pleasure that employees gain from the outcome of their job. According to Putman (2002), increased in job satisfaction able to increased job performance as well. According to Spector (1997), the higher the job satisfaction the higher the job enjoyment. While according to Brief (1998), job satisfaction is considered as the inner part of the employees which are not easily to be discovered and only can be evaluated through formal or informal communication. According to Jun, Chai and Shin (2006), job satisfaction able to increased the commitment of the employees towards the organization and in the finding of

Feinstein and Vondrasek (2001), company policies, compensation, and work condition highly emphasized as the component in enhancing job satisfaction.

According to Vitell and Patwardhan (2008), the dimensions of job satisfaction can be divided into satisfaction with compensation, satisfaction with top management, satisfaction with promotions and satisfaction with colleagues. While according to Borjas (1979), element of job satisfaction included the existence of employee union, according to Idson (1990), the element of the workplace's size, and according to Wooden and Warren (2003), the ratio between permanent and temporary workers also were highly impact the job satisfaction of the employees. While according to Heller, Judge and Watson (2002), job satisfaction is affected by two elements which are situational factors and personal factors. According to Dormann and Zapf (2001), situational factors which included salaries, opportunities for job promotion, job scope, the condition of working environment, autonomy as well as feedback from the upper management level. While personal factors are toward to internal personalities concern such as personalities trait, emotional, self esteem and self motivation.

Follow the lead from previous studies, in this studies job commitment which derived from OCB was actually increased the performance with the exiting in element of job satisfaction. Although intrinsically OCB are related to job satisfaction but in-depth we still need to consider the actual outcome of job satisfaction before we can concluded that OCB is able to enhance job performance due to higher engagement with OCB doesn't necessary indicate hundred percent of job satisfaction. However in this study, OCB should be able to derived job satisfaction hence ensuring better performance.

2.2 Human Resources Management (HRM) Practices

According to Zikmund et al. (2013), an independent variable is a variable that able to influence the dependent variable. High involvement of human resources management (HRM) practices is break into five dimensions and each of the dimensions is playing the role as independent variable in this research. As mentioned before, human resources management (HRM) practices able to influenced affective commitment and thus enhancing contribution to OCB due to OCB also being define as organizational commitment by Mowday, Porter and Steers (1979). This had been proved by the study of Yang Yi Chun (2010), which had determined that high involvement of human resources management (HRM) practices able to impact affective commitment of employees while affective commitment able to derive OCB to higher level.

Although the study of Yang Yi Chun (2010), are focusing on frontline employee which highly involve in communication, but same study still can worked out on internal employee due to communication are an important element in every area of a company. Frontline employee who normally communicate with customer while internal employees normally communicate among each other, communicate to external parties such as stakeholder and stockholder and also communicate with upper management level such as supervisor, manager, CEO and director. According to Guy and Michel (2007), high involvement of HRM practices can be addressed through the following five conceptual components which are recognition, empowerment, competence development, fair rewards and information sharing. All these five components are include in this study and play the role as independent variables.

The element of HRM practices is use to constructs the hypothesis statements to investigate the contribution of HRM practices to OCB. High involvement of HRM practices able to increase the involvement and commitment of employee. According to Lawler, Mohrman and Benson (2001), HRM practices provide employees with opportunities to make decision to participate in their job task. Each of the dimension are playing different role in affecting the commitment of each employee. Different employee tend to react differently to each of the HRM practices dimension, moreover, not every dimension of HRM practices is working at a same time on a particular employee but somehow the five dimensions of HRM practices also can be linkage to each other but both of this situation are highly depends on the way of the practices by the HRM department.

Human resources management (HRM) practices define by Mondy (2012) as an action of utilization on individuals abilities to achieved organizational objectives. Basically every person in an organization are consider as part of the HRM, therefore HRM has become one of the most arguable and challenging areas within the organization in today's business world. According to Arthur (1994), high performance of human resources management practices able to reduced turnover rate of employees. While according to Batt (2002), human resources management practices incentive such as job training, reward system, job security and also circulated job design able to gain trust thus reduced the turnover rate of employees as well. The purposes of HRM practices has been defined by Wright and Kehoe (2008) which is to improved knowledge and skill, to provide opportunities to employees in involving decision making opportunities and also as motivational tools for employees. Moreover different dimensions of HRM practices have different types of

functions as well. For example, circulated reward systems are meant for motivational purposes while training function are purposely for job promotion purposes. Besides that, HRM practices also able to avoid employees being involved with bad behavior or negative behavior as well as counterproductive behavior.

However, some researchers had argued that different types of HRM practices system can influence the perception of employees thus affect their commitment and communication as well. For example, due to limited resources are available therefore a company might just able to practices the HRM system partially on certain selected employee only thus it offence the feeling of those unselected employees. Moreover according to Ferris, Hochwarter, Buckley, Harrell-Cook and Frink (1998), high mechanisms of HRM system might influences the values and behavior of the employees.

Five dimensions of HRM practices included recognition, empowerment, competence development, fair rewards and information sharing used to facilitate the development of employees (Yang, 2012).

2.2.1 Recognition Practices

Next dimension of HRM practices is recognition. According to Guy and Michel (2007), recognition had been defined as nonmonetary reward but tangible actions from the organization in appreciating the effort of the employees such as praising the effort of the employees through languages. Another non monetary reward included carefully consider on the employee's suggestion and providing satisfied feedback from suggestion the provided. According to Davies (2001), the need of recognition is an important factor in evoked the behavior of employees. Employees prefer to be

treated as somebody instead of nobody same go to respective should also be complied with employees no matter they are from which phase of the organization. Although they are salaries paid but somehow they still should be provide the most basic human right even though they are from low level of labour. According to Agarwal and Ferratt (1999), recognition practices able to increased the performance of the organization due to the balancing of stress able to evoke the awareness of employees thus willing to contribute valuable effort to pride the recognition in the same time enhanced the performance of the organization as well.

2.2.2 Empowerment Practices

According to Bowen and Lawler (1992), empowerments refer to motivation that given by organization to the employee to make their own decision especially on job related decision. Empowerment able to increased the self confidence of the employees as well and it is very effective when performing empowerment on employees that lack of self confidence. While according to Pfeffer and Veiga (1999), empowerment also able to stimulate the motivation of employees to be more involving and attached to their own job thus enhance their belongingness. Tata and Prasad (2004), empowerment able to influenced employee's commitment thus creates emotional attachment hence affect the performance of the organization as well. Browning, Edgar, Gray and Garrett (2009), suggested that empowerment also able to increase the competitive advantages of the organization especially in service industry.

2.2.3 Competence Development Practices

According to Morrison and Savery (1996), competence development dimensions consider on HRM practices which involved job rotation, job training, job enrichment and also job enlargement. Minbaeva, Pedersen, Bjorkman, Fey and Park (2003), suggested that investment in competence development dimensions also able to enhance the human capital of the organization as well. Moreover the abilities and capabilities of employees can be strengthening as well through enhancing in competence development.

While according to Schwochau, Delaney, Jarley and Fiorito (1997), productivity and performance of employees can be suppress due to the sense of stress through competence development. DeToro and McCabe (1997), through competence development, aspiration on employees performance can be increased thus lead to positive outcome on the organization's performance as well. As summarized, three differentiate advantages outcome of competence development included increased commitment, lead to better performance and enhanced competitive advantages. As mentioned in previous, commitment is defined as one of the element in enhancing OCB as well.

2.2.4 Fair Reward Practices

Another dimensions under the HRM practices is fair reward practices. Fair reward can be monetary and non monetary tangible incentives. According to Guy and Michel (2007), fair reward included several outcomes such as evaluation on job performance, compensation and also assignment of job but all these outcomes has to be fair. According to Folger and Konovsky (1989), implies that when employees

perceived fair treatment of reward system, employees were repay the organization by exhibiting behaviors that able to beneficial the organization. While according to Browning, Edgar, Gray and Garrett (2009), also indicated that service firm with fair treat of reward system able to generate competitive advantage hence increased the performance of the organization as well.

2.2.5 Information Sharing Practices

Lastly, the dimensions of HRM practices is information sharing. This is an important element in enhancing trustworthy among employees and employers. According to Rodwell, Kienzle and Shadur (1998), information sharing able to delivery positive signal to the employees regarding on the trust that the organization rely on them and this able to evoke the sense of mutual trust between employees and employers and intrinsically makes the employees feel that they are important to the organization thus increased the loyalty of the employees as well. Lawler (1986), indicated information sharing are playing an important role in evoked the involvement of the employees and according to Ahmad and Schroeder (2003) information sharing also able to enhanced the transparency of the organization as well thus increased the feel good factors of employees and reduced the turnover rate to the most minimum.

When the employer is questioning the trust of the employee, they were feel insecurity due to the company is suspecting their creditability and also questioning their ethical status, difficulties of building trust is occurred in such situation. While according to Nonaka (1994), information sharing able to create synergies in the working environment. Morishima (1991) also demonstrated the positive outcome of information sharing in enhancing productivity and also profitability. Ilias, Fennelly

and Federico (2008) further found that information sharing is important especially in the share market and also sales market. While according to Fan and Edward (2010), the dimension of information sharing practices able to enhanced customer relationship management (CRM) especially in the services provider industry. Immacolata and Alessandra (2010) defined that company which less in information sharing, internal problem might become the road block especially in innovation circumstances.

2.3 Organizational Citizenship Behavior (OCB)

Organizational citizenship behavior (OCB) is playing the role as independent variable in this study as well. OCB had been suggested by Organ as one of the component of job performance in year 1977. According to Organ (1988), organizational citizenship behavior is defined as the discretionary behavior of an individual employee which is not directly or explicitly recognized by the organization's formal reward system and in aggregating promotes the effective functioning of the organization. From the definition, OCB somehow can relate to organizational commitment. According to Moorman and Blakely (1995), OCB are valuable and advantageous to the organization but disadvantages also occurred due to OCB are difficult to be control and if any misleading or bad impact occurred and punishment or warning cannot be placed on such behavior.

After all, OCB is mentioned about commitment. According to Porter (1974), organizational commitment refer to higher effort that paid by an employees in helping a company to achieved certain goal or task without to weighting on the reward or compensation that can get through the extraordinary effort. Commitment

highly needed especially in the introductory stage of the company since many goals needed to be achieved but the standard and system still in the beginning stage. According to Podsakoff and MacKenzie (1994), OCB can be defined as extra role of employees. While according to Organ (1997), this extra role able to enhance the social and psychological context of the employees to perform better and be supportive to the performance of the organization.

OCB are playing the same role and derived the same outcome as well although in different industry. According to Sun and Lin (2010), contact employees who engaged with OCB able to generate more trust from customer hence enhanced customer's loyalty as well thus revoked the repurchased intention of customer as well. However it seems that OCB should be more important in service-oriented company but in previous many studies which regarding to OCB are done for manufacture-oriented company. Since the development of service industry are getting important in today's business world, therefore studies regarding on OCB in service-oriented company start to embedded as well.

According to Ye (2012), the OCB of employees no longer sustain if the company is engaged in any unethical or unhealthy culture. While according to Bolino, Turnley and Niehoff (2004), OCB might reduced the engagement of employees to their actual job prescriptions which means employees who engaged in OCB tends to work beyond the necessary of task requirement hence it may reduce their actual job performance such as sales and productivity. While Dunlop and Lee (2004) discovered that citizenship behavior affects business unit performance. While according to Choi, Koo and Choi (2007), the performance and innovation of the organization affected as well by the intentions of OCB since OCB is used to evoked

social relationship hence decreased the solidity of any suggestion that purposed by the employees due to bias might occurred.

Many studies had been conduct regarding on how OCB affect the performance of an organizational. The reason of included the OCB in this study due to according to Organ (1988), OCB is highly related to the behavior of employees and according to Owen, Mundy, Guild and Guild (2001), employees is one of the key success factor in enhancing the organization's performance. This means that the higher the OCB among the employees the higher the possibilities the organization can get better performance. According to Bitner (1990), many studies had been conducted and investigate the influence of OCB especially in organizational performance, from this we can see that OCB had become an important element and occupied an important space in the organizational theory. Employees who engaged with OCB able to provide high commitment as well as effectively involves in all the operation of the organization thus enhanced performance as well. Organ (1988) has identified five dimensions of OCB which is conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. Costa and McCrae (1992), reveal the five dimensions that purposed by Organ (1988) as the variance in affecting personality of employees as well. The five dimension or five types of OCB are explain as below.

Organ (1988) has defined conscientiousness of employees as the dedication to work independently. Conscientiousness also referred to the role of the employees in performing their job punctuality, tidiness, organized and proactively. A conscientiousness employee able to keep up their works as well as their working station in cleanliness and also obeying with rules and regulations no matter in formal or informal. While according to Mackenzie, Podsakoff and Fetter (1993), a

conscientiousness employee able to work overtime and also not taking extra break, moreover a conscientiousness employee means more responsible to their works and task and less supervision are needed from their upper leader. According to Smith, Organ and Near (1983), the sense of conscientiousness is very similar to the concept of generalization compliances which refer to behavior that expressed simultaneously by an employee but is very helpful to others. General compliances behavior is towards to internal personalities that only known through observe.

According to Smith et al. (1983), altruism defined as voluntary behavior of an employee who tends to provide helps to others in automatically without too concern on the critical situation or difficult circumstances. In other words, according to Organ (1988), altruism also means provide helps to a person who already in trouble circumstances. While according to Borman, Penner, Allen and Motowidlo (2001), altruism also consists of voluntarily actions such as helping new employees, sharing new strategies, teaching useful knowledge and skills to new or others employee, as well as assisting other employees in showing difficult tasks as well.

According to Organ (1990), sportsmanship has defined as the action to demonstrate willingness in tolerating with minor inconvenience as well as imposition of work task. An employee with the personality of sportsmanship able to work in peaceful without create any conflicts with others such as work without complaint and protest. Employees with such personality able to ensure positive energies to be loaded in works thus assist the manager in accomplish the task with positive assumption. While according to Podsakoff and Mackenzie (1997), good sportsmanship able to enhances morality as well as demonstrate teamwork thus reduces attrition rate. Some previous researches had induces that culture differences,

adaptation to sportsmanship also different. For example, in the research of Shi and Wang (2011), Chinese employees tends to enduring with unpleasant working circumstances with complaining however US employees who with the characteristic towards to individualists and culture which towards to democratic tend to fight for their right and not refuse to complaint as long as unpleasant occurred surround their working environment.

According to Deluga (1998), civic virtue has been defined as the behavior of participation by the employees in concerning the life spend of the organization as well as the internal political of the organization and also others supportive and administrative function. The participation of employees in internal politics activities such as attending internal meetings which actually did not required of doing so. According to Organ (1988), the participation in organizational political life include attending meetings section which are not under the requirement of the organization but the employee still intends to do so with the main objective in up keeping with the development and progress of changing of the organization.

While according to Graham (1991), civic virtue also regarding on the sense of being responsible as a good citizen of the organization. According to Podsakoff, MacKenzie, Paine and Bachrach (2000), civic virtue represent the macro level of interest to the company which are highly expended to others activities which are beyond from the task coverage of the employee such as regarding on the PESTEL (politic, economic, social, technology, ecological and legal) environment of the company. While according to Gelfand, Bhawuk, Nishii and Bechtold (2004), upper level authority who have more power distance are more related and responsive to civic virtue behavior due to they are leader and should be responsible in governing

the development of their organization as well as influencing the lower employees to followed the governance decision that made by the upper employees.

Since employees intend to understand more about the organization therefore according to Walz and Niehoff (1996), many unnecessary complaint can be avoided due to those employees able to provide good solution to the problems that purposed by the customer. Some assumption said that such engagement should be highly recommend by the organization since ordinary employee who are actually not part of the decision making circumstances but due to compensate such behavior of the employee therefore the employees should deserved the right of being heard by the upper management level.

Last dimension of OCB is courtesy. According to Organ (1988), courtesy behavior enabled the colleagues distributed their effort in proper positions effectively without wasting their effort in unnecessary circumstances such as creating office war among the colleagues. Employees who engaged with such behavior intend to prevent any conflict among the colleagues. Highly self security and harmony is occurring in the situation whereby employees intend to collaborate with the behavior of courtesy to eliminate unnecessary conflicts.

According to Podsakoff and Mackenzie (1997), courteous employees able to reduce intergroup conflicts by disengagement into creating unnecessary problem hence assist the upper manager in not falling into any crisis management. According to Organ (1988), courtesy also refer to touching feeling with the colleagues such as attaches notice and reminder, sharing information, and consultation also an express of the felling of courtesy. According to Irene Chow (2009), the combination of the

three dimensions of civic virtue, conscientiousness and altruism can be term as help oriented behavior. While according to Borman et al. (2001), the dimension of altruism and conscientiousness are the two major dimension of OCB.

2.4 Review of Relevant Theoretical Model

Few relevant theoretical models are undergoing review in this section. The purpose of reviewing relevant theoretical models from previous study is helpful in deriving the theoretical models that use in this study. Studying and reviewing relevant theoretical models from previous research help to generate ideas and avoid duplication as well as increase enhancement.

2.4.1 Review of Relevant Theoretical Model 1

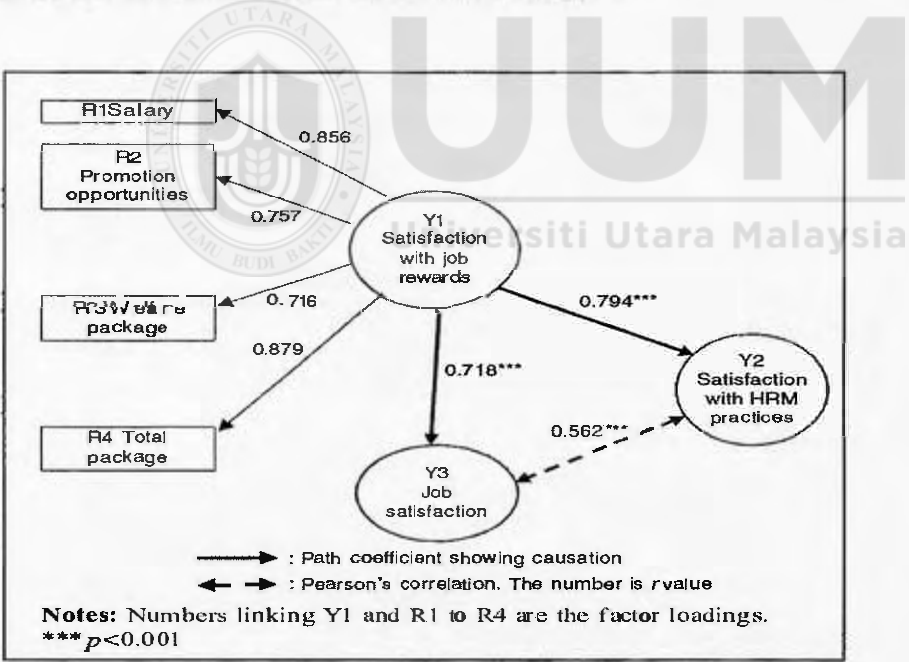


Figure 2.1

The theoretical framework of the relationship between satisfaction with the job, rewards and HRM Practices.

Sources: Human resources management practices to improve project manager’s job satisfaction (Ling, Ning, Chang, & Zhang, 2018).

According to figure 2.1, the results indicate that the higher the satisfaction with job rewards that offered leads to higher job satisfaction. Results also indicate that when respondents is satisfied with the job rewards that offered, they also satisfied with the HRM practices since job rewards is part of the compensation whereby compensation is actually one of the dimension of HRM. In the study that carry by Ling et al. (2018), Five dimensions were identified under HRM that able to support the performance of employees which are staffing, work design, training, compensation and performance management.

2.4.2 Review of Relevant Theoretical Model 2

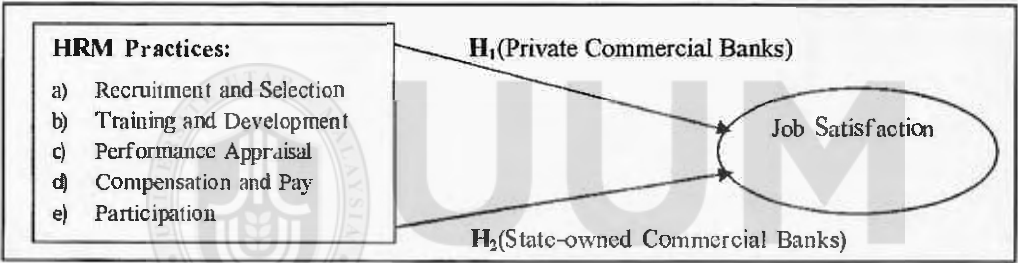


Figure 2.2
The theoretical framework of the relationship between HRM Practices and job satisfaction.

Sources: Effect of HRM practices on job satisfaction: A comparative analysis between state-owned and private commercial banks in Bangladesh (Aktar, 2016).

According to figure 2.2, compare to the research of Ling et al. (2018), the research of Aktar (2016) is focus on another five dimensions of HRM practices. The five dimensions included recruitment and selection, training and development, performance appraisal, compensation and pay as well as participation of employees. The result of Aktar’s research indicated that there are correlation exist between HRM practices and job satisfaction. However the outcome is highly depends on the HRM practices policies that derived by every organization. Different company is

implementing different type of HRM practices policies even under the same dimension.

2.4.3 Review of Relevant Theoretical Model 3

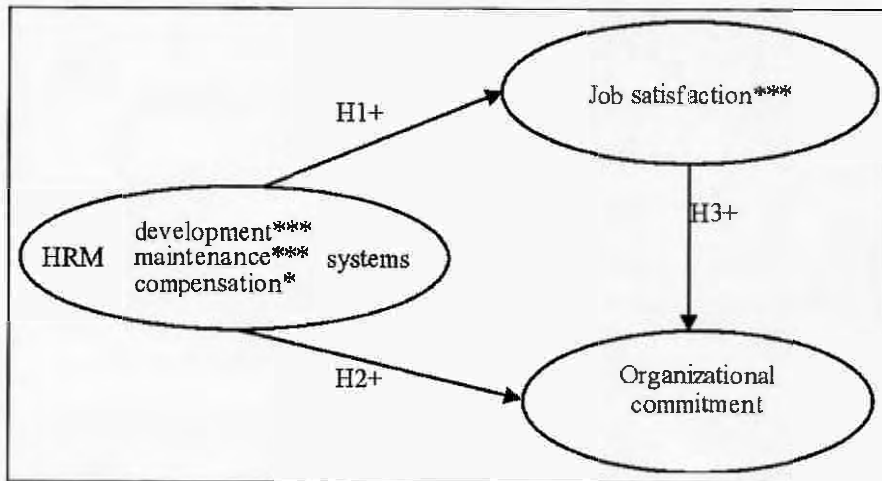


Figure 2.3

The theoretical framework of the relationship between HRM system, job satisfaction and organizational commitment.

Sources: The impact of employee perceptions of human resource management systems on job satisfaction and organizational commitment during privatization the transformation of privatization: An empirical study of telecommunications corporations in Taiwan (Wang & Hwang, 2011).

In the study of Wang & Hwang (2011), indicated that employee's perceptions of HRM have a direct effect on job satisfaction and organizational commitment and job satisfaction has a direct effect on organizational commitment.

2.4.4 Review of Relevant Theoretical Model 4

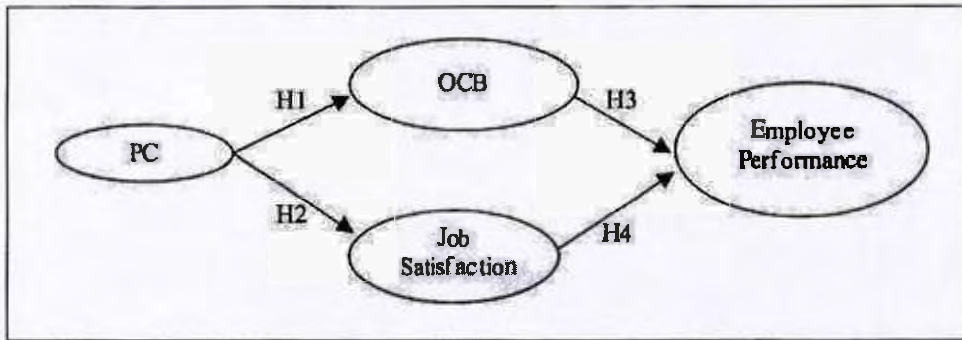


Figure 2.4

The theoretical framework of the relationship between psychological climate and employee performance through the examination of two critical mediating variables which are job satisfaction and OCB.

Sources: Psychological climate and individual performance in India: Test of a mediated model (Biswas & Varma, 2007).

The finding in the study of Biswas & Varma (2007) stated that employees are concerned about the way they are treated in the workplace and their perception regarding to the work environment significantly impact their level of satisfaction as well. In the study of Biswas & Varma (2007) also stated the lack of psychological climate may also limit their OCB in their company.

2.5 Research Framework

After examined the different kind of variables that able to operate and how the relationship among those variables can be established, next is possible to develop a theoretical framework for this research. According to Sekaran and Bougie (2009), theoretical framework is the foundation of the entire research.

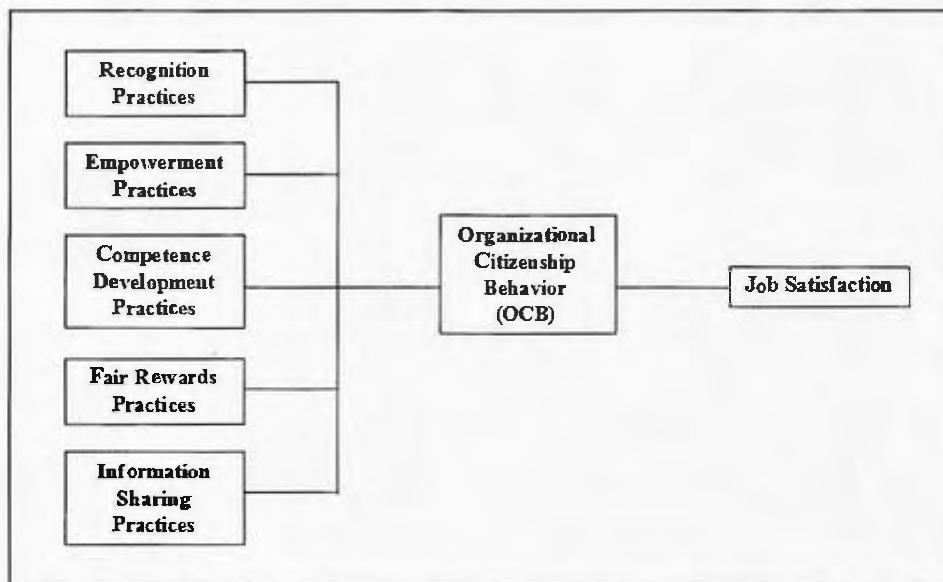


Figure 2.5

The theoretical framework of the relationship between HRM practices, organizational citizenship behavior and job satisfaction.

After review all the relevant theoretical model, a major research framework has developed for this research. Seven major variables are involved in this research whereby recognition practices, empowerment practices, competence development practices, fair rewards practices, information sharing practices are the antecedent factors of OCB and job satisfaction is playing the role as an outcome or dependent variable of this study.

2.6 Hypothesis Development

After identified important variables and established the relationship among those variables through a research framework that developed, it comes to the position to perform test whether the relationship that mentioned in the research framework is exist or not. Therefore before running test, several testable statement is formulate, the process of formulating testable statement is call hypothesis development. Six hypothesis statements are developing for this research.

Table 2.1

Table of Hypothesis Statement

Hypothesis	Statement
H1	There is positive relationship between recognition practices and OCB.
H2	There is positive relationship between empowerment practices and OCB.
H3	There is positive relationship between competence development practices and OCB.
H4	There is positive relationship between fair rewards practices and OCB.
H5	There is positive relationship between information sharing practices and OCB.
H6	There is positive relationship between OCB and job satisfaction.

2.7 Chapter Summary

This chapter has covered the literature review of several variables. Variables that involved included HRM, OCB and job satisfaction. Several hypothesis statements has developed in this chapter by using the research framework that replicate from previous studies. The research methodology is cover in the following chapter. The set-up of how this research should carry on is discussed deeply in next chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The purpose of this chapter is to define the methodology that used in this research. Ways of collecting data and tools that use to analyzing data that collected is disclose in this chapter. Therefore units that included in this chapter is research design, population and sampling design, measurement of instruments, measurement of variables, data collection techniques and data analysis techniques.

3.1 Research Design

A research design is a framework or blueprint that planned and used in conducting a research project. Research design able to gives detail procedures and process that necessary for gaining useful data and information thus structured solution to solve the research problems. In general, research design actually stated the general plan on how to process a research. This study focused on how high-involvement of human resources management practices and organizational citizenship behavior able to affect the job satisfaction of employees.

As concerned, quantitative research method is carry on in this research. According to Cavana, Delahaye and Sekaran (2001), quantitative methods in business research include questionnaires, field and laboratory experiments and also using statistical data that gathered by research institute or primary data that collect from respondents. While according to Neuman (1997), qualitative research is an organised method for combining deductive logic with precise empirical observations

of individual behavior in order to discover and confirm a set of probabilistic causal laws that can be used to predict general patterns of human activity.

3.2 Population and Sampling Design

This study was conducted in one of the government organizations and the respondents are developed by government servants. Government organizations that choose in this study is Royal Malaysia Customs Department (RMCD). As we know RMCD has many branches and spread around the whole Malaysia, it is difficult to run this research which involved all the employees that worked under RMCD, therefore only RMCD in the state of Perak is selected to participate in this research.

As this selection is actually referring to the sampling method that derived by Cavana et al. (2001) whereby the reason of using sample instead of the whole population due to it is impossible to collect data from, or test, or examine every element and even if it is possible, it would be prohibitive in terms of time, cost and other human resources. Studying a sample rather than the entire population is also giving advantages by reducing error during collection of data.

Questionnaires were randomly distributed among five departments which included Sales and Services Tax (SST) department, audit department, administrative department, preventive and enforcement department and industrial department in Ipoh station, Taiping station, Lumut station, Teluk Intan station and Pengkalan Hulu station. The population of RMCD Perak contained approximately 400 employees from lower to top level ranking. According to the sample size table that developed by Krejcie and Morgan (1970), sample size for population of 400 employees is 196 with the confidence level of 95% and margin error of 5%.

3.3 Measurement of Instruments

The instruments of measurement that used in this research is a set of personally administered questionnaire which develop through the replication from previous study. According to Sekaran and Bougie (2009), the main advantage of this is that researcher able to collect the completely responded questionnaire with short period and if any doubts occur, respondents might clarify on the spot.

3.4 Measurement of Variables

Different variable is having different dimension, such dimension is working as the measurement scale of variable that involve in a research. Those dimensions of every variable that involved in this study are summarized as below.

Table 3.1

Table of Measurement Variables

Human Resources Management (HRM) Practices	
1. Recognition practices	♦ Yang (2012)
2. Empowerment practices	
3. Competence development practices	
4. Fair rewards practices	
5. Information sharing practices	
Organizational Citizenship Behavior (OCB)	
1. Altruism	♦ Mehboob & Bhutto (2012)
2. Civic Virtue	♦ Unal (2013)
3. Courtesy	
4. Sportsmanship	
5. Conscientious	
Job Satisfaction	
1. Satisfaction with supervisor, promotion and corporate policies	♦ Unal (2013)
2. Satisfaction with job itself.	
3. Satisfaction with fellow workers	
4. Satisfaction with pay	

All dimensions that illustrate above are taking part as measurement scale in the questionnaire. Each dimension is measure by few items. The summary of the questionnaire is clarified as below.

Table 3.2

Summary of The Questionnaire

Section A: Demographic Information		
Position	1 question	Section A:1
Department / Unit	1 question	Section A:2
Gender	1 question	SectionA:3
Marital Status	1 question	Section A:4
Age Group	1 question	Section A:5
Level of Education	1 question	SectionA:6
Years of Services	1 question	SectionA:7
Monthly Income	1 question	SectionA:8
Section B: Human Resources Management (HRM) Practices		
Recognition practices	3 questions	Section B: 1-3
Empowerment practices	2 questions	Section B:4-5
Competence development practices	3 questions	Section B:6-8
Fair rewards practices	3 questions	Section B:9-11
Information sharing practices	2 questions	Section B: 12-13
Section C: Organizational Citizenship Behavior (OCB)		
Altruism	6 questions	Section C:1-6
Civic Virtue	6 questions	Section C:7-12
Courtesy	6 questions	Section C:13-18
Sportsmanship	6 questions	Section C:19-24
Conscientious	6 questions	Section C:25-30
Section D: Job Satisfaction		
Satisfaction with supervisor, promotion and corporate policies	10 questions	Section D: 1-10
Satisfaction with job itself.	3 questions	Section D: 11-13
Satisfaction with fellow workers	2 questions	Section D:14-15
Satisfaction with pay	2 questions	Section D: 16-17
Total: 68 Questions		

3.5 Data Collection Technique

Since quantitative research method was used in this research therefore a set of questionnaire that replicate from previous studies were used as the medium of collecting data in this research. The questionnaire basically contained four distinct sections, each section contained relevant questions pertaining to different parts of this study. The four distinct sections included section A which about respondent's demographic information, section B about human resources management practices dimension, section C about organizational citizenship behavior dimension and section D about job satisfaction dimension.

Measurement of seven Likert Scale ranging from strongly disagrees to strongly agree were used in this study. As a government servant, there is no doubt on their educational background and understanding level, therefore all the question is written in English. Questionnaire is sending to respondents through printed copies. 250 questionnaires were distributed among the potential respondents.

3.6 Data Analysis Technique

According to Cavana et al. (2001), data analysis have three objectives which are getting a feel for the data, testing the goodness of the data and testing the hypothesis statements that develop in the research. Getting a feel for the data is actually giving preliminary ideas of how good of the coding and how data should be enter. While testing the goodness of the data can be accomplished by undergo validity and reliability test. Lastly, testing the hypothesis statements that develop in the research is important in determine whether or not the hypothesis statements are substantiated. Software that used for data analysis in this research is SPSS 25.0 version. Different

hypothesis is testing by using different type of statistical analysis. Summary of data analysis is listed as below.

Table 3.3
Summary of Data Analysis Technique

	Hypothesis	Statistical Analysis
H1	There is positive relationship between recognition practices and OCB.	Multiple Regression Analysis
H2	There is positive relationship between empowerment practices and OCB.	Multiple Regression Analysis
H3	There is positive relationship between competence development practices and OCB.	Multiple Regression Analysis
H4	There is positive relationship between fair rewards practices and OCB.	Multiple Regression Analysis
H5	There is positive relationship between information sharing practices and OCB.	Multiple Regression Analysis
H6	There is positive relationship between OCB and job satisfaction.	Simple Regression Analysis

3.7 Chapter Summary

Basically, this chapter has explained the flow of how the research is carry on. This execution plan is important whereby it easier the progress of the research. Data is collect based on the execution plan that discussed in this chapter. Next chapter is regarding to the process of data analysis. Whereby data that collected is undergo several analyses before they become useful information.

CHAPTER4

DATA ANALYSIS AND FINDINGS

4.0 Introduction

This chapter is summarizing all the finding result that obtained from the questionnaire that collected. Data that collected from 250 respondents is analysing by using Statistical Package of Society Science (SPSS) 25.0 version. The main objective of this chapter is to identify the significant relationship between several important determinants factor which included recognition practices, empowerment practices, competence development practices, fair reward practices, information sharing practices, OCB as independent variables and job satisfaction of employees as dependent variable. This chapter is covering several type of data analysis and all the results were perform in tables form.

4.1 Rate of Respond

In this research, a total of 250 set of questionnaire were printed and distribute randomly to those respondents who are work in Royal Malaysia Customs Department (RMCD) Perak. Only authorised custom officer is participating in the survey while others employees such as clerk was actually excluded in this survey. 200 set of questionnaires were able to retrieve. The result indicates the rate of response has achieved 80%.

4.2 Demographic Profile Analysis

Section A of the questionnaire is regarding to demographic questions. Eight questions are included in this section. Descriptive statistical for frequencies were

applied in this section to summarize the basic characteristic of respondents. According to Kendrick (2005), the main objective of descriptive statistical is to analyzed and summarized the characteristics of studied sample.

4.2.1 Position Analysis

Table 4.1
Summary of Position Analysis

		GRED			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	TPKN	6	3.0	3.0	3.0
	PKPKI	5	2.5	2.5	5.5
	PKPKII	16	8.0	8.0	13.5
	PPK	36	18.0	18.0	31.5
	PAK	74	37.0	37.0	68.5
	PiKT	3	1.5	1.5	70.0
	PiKK	21	10.5	10.5	80.5
	PiK	39	19.5	19.5	100.0
	Total	200	100.0	100.0	

Table 4.1 is regarding to position of respondents. Basically customs officers are divided into these major positions Deputy Director (TPKN) with Grad WK54, Assistant Deputy Director I (PKPK I) with Grad WK52, Assistant Deputy Director II (PKPK II) with Grad WK48, Customs Assistant Director (PPK) with Grad WK44, Superintendent (PaK) with Grad WK41, Customs Officer (PiKT / PiKK/ PiK) with Grad WK17 to WK32.

4.2.2 Department Analysis

Table 4.2
Summary of Department Analysis

		DEPARTMENT			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SST	56	28.0	28.0	28.0
	CAWANGAN AUDIT DAN PEMATUHAN	49	24.5	24.5	52.5
	KPSM	25	12.5	12.5	65.0
	PENGUATKUASAAN	34	17.0	17.0	82.0
	PERKASTAMAN	36	18.0	18.0	100.0
	Total	200	100.0	100.0	

Royal Malaysia Customs Department basically divided into five major departments which are sales and service tax (SST) department, compliance department, management department, enforcement department and customs department. Sales and service tax basically in-charge about issue and matter regarding to SST, compliance department is in-charge about audit for all kind of taxes that collected by RMCD, management department is in-charge about administrative and human resources, enforcement department is in-charge about smuggling issues and frond while customs department is taking care about import and export issue. Each of these five departments is actually divide into small unit as well.

4.2.3 Gender Analysis

Table 4.3

Summary of Gender Analysis

		GENDER			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	88	44.0	44.0	44.0
	FEMALE	112	56.0	56.0	100.0
	Total	200	100.0	100.0	

Table 4.3 is regarding on the gender that take part in this research. Like many others organization, majority that worked in RMCD Perak are develop by female instead of male. Therefore 112 respondents which equal to 56% of female respondents are taking part in this research while the balance of 88 respondents which equal to 44% that taking part in this research are male respondents.

4.2.4 Marital Status Analysis

Table 4.4

Summary of Marital Status Analysis

		MARITAL STATUS			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MARRIED	181	90.5	90.5	90.5
	SINGLE	19	9.5	9.5	100.0
	Total	200	100.0	100.0	

Table 4.4 is about marital status of respondents. Majority that worked in RMCD Perak are married. Respondents that married are about 90.5% while respondents that still single are only 9.5%.

4.2.5 Age Group Analysis

Table 4.5

Summary of Age Group Analysis

		AGE GROUP			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	33	16.5	16.5	16.5
	31-40	124	62.0	62.0	78.5
	41-50	9	4.5	4.5	83.0
	ABOVE 50	34	17.0	17.0	100.0
	Total	200	100.0	100.0	

Table 4.5 is about age group of respondents. The highest age group that worked in RMCD Perak is from 31 years old to 40 years old. While the lowest age group that worked in RMCD Perak is from 41 years old to 50 years old.

4.2.6 Level of Education Analysis

Table 4.6

Summary of Level of Education Analysis

		LEVEL OF EDUCATION			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/STPM	25	12.5	12.5	12.5
	DIPLOMA	33	16.5	16.5	29.0
	BACHELOR OF DEGREE	138	69.0	69.0	98.0
	MASTER	4	2.0	2.0	100.0
	Total	200	100.0	100.0	

Table 4.6 is regarding to the level of education. Majority that worked in RMCD Perak is having Bachelor of Degree while seldom who are having the qualification of Master. The reason of majority is having Bachelor of Degree due to the first requirement to become Superintendent (Grad WK41) is having Bachelor of Degree. Working as Superintendence is the pathway to become top management while for those who do not have the qualification of Bachelor Degree is hard to getting the

position of Superintendent as well as to become top management. Superintendent position in RMCD is like executive position.

4.2.7 Duration of Service Analysis

Table 4.7
Summary of Duration of Service Analysis

DURATION OF SERVICE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN 5 YEARS	64	32.0	32.0	32.0
	5-10 YEARS	41	20.5	20.5	52.5
	10-15 YEARS	49	24.5	24.5	77.0
	15-20 YEARS	15	7.5	7.5	84.5
	ABOVE 20 YEARS	31	15.5	15.5	100.0
	Total	200	100.0	100.0	

Table 4.7 is regarding to duration of service. Basically the duration of service is quite fair among all the groups. According to the data that summarized in the table, employees that service less than 5 years is about 32% and consider higher compare to others group. Many recruit for since year 2015 due to different tax system is implementing by government.

4.2.8 Monthly Income Analysis

Table 4.8
Summary of Monthly Income Analysis

MONTHLY INCOME					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LESS THAN RM2000	7	3.5	3.5	3.5
	RM2000-RM3000	33	16.5	16.5	20.0
	RM3001-RM4000	51	25.5	25.5	45.5
	RM4001-RM5000	52	26.0	26.0	71.5
	ABOVE RM5000	57	28.5	28.5	100.0
	Total	200	100.0	100.0	

Table 4.8 is regarding to monthly income. The structures of salary under RMCD are included basic pay and allowances. Position and length of services were actually decide the salary of employees. Yearly increment is fixed for every grad of position and does not affect by performance.

4.3 Descriptive Analysis

According to Pallant (2010), testing of assumptions usually involves obtaining descriptive statistical analysis on those involved variables. These descriptive statistical included the mean, standard deviation, range of score, skewness and kurtosis. Descriptive statistical can be obtained a number of different ways and providing a variety of information.

Table 4.9
Summary of Descriptive Analysis (N=200)

	Descriptive Statistics								
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
(IV) Recognition Practices	200	3.00	7.00	6.0767	.96082	-1.255	.172	1.323	.342
(IV) Empowerment Practices	200	3.00	7.00	5.6000	1.00626	-.169	.172	-.414	.342
(IV) Competence Development Practices	200	3.00	7.00	5.6667	.95692	-.194	.172	-.414	.342
(IV) Fair Reward Practices	200	3.00	7.00	5.8533	1.07644	-.684	.172	-.328	.342
(IV) Information Sharing Practices	200	2.50	7.00	6.5750	.79057	-2.284	.172	6.094	.342
(IV) OCB	200	4.00	7.00	6.1317	.63980	-.589	.172	.773	.342
(DV) Job_Satisfaction	200	3.41	7.00	5.8779	.84551	-.522	.172	.144	.342
ValidN (listwise)	200								

Table 4.9 is the summary of descriptive statistical analysis. As far as concern, the mean value that equal or more than 5.00 were actually present at high agreement

with a particular statement that derived from certain variables. While if the mean value is located equal or less than 3.00 were considered low and mean value that shows equal or above 4.00 were considered as a moderate agreement. For this research, the mean value generally tends to high agreement with value that more than 5.00.

While for the standard deviation, the lower the value of standard deviation the closer the value to the mean. In these circumstances, all variable's value of deviation is less than one which means it is closer to the value of mean.

While for the value of skewness is the value that provides indication about the symmetry of the distribution. In this research shows that all the skewness value are in negative which mean it actually having negative skew whereby the scores were actually cluster at the high end right-hand side of the graph. In this research, the value of skewness of all the variables are perfect due to their value is between +1 and -1. Therefore, this mean that the value of skewness is closely to normal (normal = 0) and symmetrical due to the tabulation is not too skew.

On the other hand, the value of kurtosis provides information about the peakedness of the distribution. When the distribution is perfectly normal, which mean the kurtosis value is equal to zero. Positive kurtosis value indicates that the distribution is rather peaked and clustered in the centre with long thin tail. While kurtosis value that below zero indicates that the distribution is relatively flat.

4.4 Reliability Analysis

According to Pallant (2010), the reliability of a scale indicates how it is free from random error and bias, to achieved high reliability for certain measure, reliability test is necessary. While according to Sekaran and Bougie (2009), the stability of a measure is an indication of the stability and consistency with which the instruments measures the concept and help to access the goodness of a measure.

According to Pallant (2010), the reliability of a scale can be very depending on the sample. Therefore it is necessary to check each of the scale before proceeding to reliability test. Reversed negatively worded item scale is compulsory before checking reliability. The reliability analysis that applied in this study was Cronbach's alpha coefficient.

Table 4.10
Summary of Reliability Analysis

Variables	Number of Item	Cronbach's Alpha Value
Recognition Practices	3	0.933
Empowerment Practices	2	0.970
Competence Development Practices	3	0.930
Fair Rewards Practices	3	0.958
Information Sharing Practices	2	0.972
Organizational Citizenship Behavior	30	0.946
Job Satisfaction	17	0.984

According to Pallant (2010), Cronbach's alpha coefficient value that above 0.7 are considered acceptable while Cronbach's alpha coefficient value that above 0.8 are preferable. While according to Sekaran (2003), Cronbach's alpha coefficient value that less than 0.6 is consider poor. As shows in table 4.10, seven variables that tested are reliable. The variable of recognition practices with 3 survey items had a Cronbach's alpha coefficient

value of 0.933, empowerment practices with 2 survey items had a Cronbach's alpha coefficient value of 0.970, competence development practices with 3 survey items had a Cronbach's alpha coefficient value of 0.930, fair reward practices with 3 survey items had a Cronbach's alpha coefficient value of 0.958 and information sharing practices with 2 survey items had a Cronbach's alpha coefficient value of 0.972. Organizational citizenship behavior with 30 survey items had a Cronbach's alpha coefficient value of 0.946. While job satisfaction with 17 survey item had a Cronbach's alpha coefficient value of 0.984.

4.5 Pearson Correlation Coefficient Analysis

According to Pallant (2010), correlation analysis is used to describe the strength and direction of the linear relationship between two variables. Pearson correlation coefficient analysis was used to examine the existence of relationship between all the variables in this research. Person correlation coefficient (r) can only take on value from -1 to +1. Positive value indicates positive correlation exist whereby when one variable is increase, other variables also increase. While negative value indicates negative correlation and whereby when one variable increases and the other decrease. A perfect correlation of 1 or -1 indicates that the value of one variable can be determined exactly by knowing the value of the other variable. On the other hand, a correlation of 0 indicates that there is no relationship between the variables.

Table 4.11

Summary of Pearson Correlation Analysis

		Correlations						
		Recognition Practices	Empowerment Practices	Competence Development Practices	Fair Reward Practices	Information Sharing Practices	OCB	Job Satisfaction
Recognition Practices	Pearson Correlation	1	.722**	.825**	.789**	.677**	.797**	.616**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	200	200	200	200	200	200	200
Empowerment Practices	Pearson Correlation		1	.889**	.733**	.414**	.803**	.759**
	Sig. (2-tailed)			.000	.000	.000	.000	.000
	N		200	200	200	200	200	200
Competence Development Practices	Pearson Correlation			1	.796**	.404**	.816**	.677**
	Sig. (2-tailed)				.000	.000	.000	.000
	N			200	200	200	200	200
Fair Reward Practices	Pearson Correlation				1	.603**	.712**	.667**
	Sig. (2-tailed)					.000	.000	.000
	N				200	200	200	200
Information Sharing Practices	Pearson Correlation					1	.625**	.510**
	Sig. (2-tailed)						.000	.000
	N					200	200	200
OCB	Pearson Correlation						1	.793**
	Sig. (2-tailed)							.000
	N						200	200
Job_Satisfaction	Pearson Correlation							1
	Sig. (2-tailed)							
	N							200

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.11 shows the summary of pearson correlation analysis between all the variables. According to the outcome, it present that there are correlation coefficient and positive significantly relationship between all the variables. The correlation coefficient value between recognition practices and OCB is 0.797; between empowerment practices and OCB is 0.803; between competence development

practices and OCB is 0.816; between fair reward practices and OCB is 0.712; between information sharing practices and OCB is 0.625 while between OCB and job satisfaction is 0.793.

4.6 Multiple Regression Analysis

In this research, multiple regression analysis was applied to identify and examined the contribution of the five dimensions of HRM practices in order to predict the possible outcome to job satisfaction which work as dependent variable. According to Pallant (2010), multiple regression can be use to address a variety of research questions. It able to tell the result of how well a set of variables is able to predict a particular outcome. Multiple regression analysis is very suitable and appropriate when the study is involved with two or more independent variables. Multiple regression analysis were provide information about the research model that developed and the relative contribution of each of the variable that made up the research model that developed. There are a number of different types of multiple regression analyses that can use. The usage of multiple regression analysis is depending on the nature of the research question. Different hypothesis statement is test by different type of multiple regression analysis.

Table 4.12

Model Summary of IV to DV (OCB as DV)

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.891 ^a	.794	.788	.29435	.794	149.235	5	194	.000

a. Predictors: (Constant), Information Sharing Practices, Competence Development Practices, Fair Reward Practices, Empowerment Practices, Recognition Practices

b. Dependent Variable: OCB

First of all, the test of whether independent variables which include recognition practices, empowerment practices, competence development practise, fair rewards practices and information sharing practices able to influences on OCB. Results as above table 4.12. According to table 4.12, R Square was recorded as 0.794 which indicates that 79.4% of variations in the OCB were influenced by the five independent variables (recognition practices, empowerment practices, competence development practices, fair reward practices and information sharing practices).

Table 4.13

Coefficients of IV to DV (OCB as DV)

		Coefficients ^a											
		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		Correlations			Collinearity Statistics		
Model		B	Std. Error	Beta	t	Sig. (p)	Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.649	.197		8.377	.000	1.261	2.038					
	Recognition Practices	.054	.052	.081	1.029	.305	-.050	.158	.797	.074	.034	.171	5.842
	Empowerment Practices	.192	.046	.302	4.133	.000	.100	.283	.803	.284	.135	.199	5.013
	Competence Development Practices	.307	.068	.459	4.528	.000	.173	.440	.816	.309	.148	.104	9.645
	Fair Reward Practices	-.089	.037	-.149	-2.375	.019	-.162	-.015	.712	-.168	-.077	.269	3.716
	Information Sharing Practices	.283	.042	.350	6.699	.000	.200	.366	.625	.433	.218	.390	2.564

a. Dependent Variable: OCB

According to table 4.13 as above, the result of regression analysis present that the influence of recognition practices, empowerment practices, competence development practices, fair reward practices and information sharing practices toward to OCB. However, the results of regression may various if it looks or test individually. There are five hypothesis were examined using the results that purpose by table 4.13. Decision of which hypothesis is accepted and which hypothesis is rejected were made by using the results in table 4.13.

Before any decision is made on which hypothesis is accepted and which hypothesis is rejected, we need to understand the important elements that show in the table 4.13. First of all, the element of Beta which labelled under the column of

standardised coefficient was used to comparing the contribution of each of the independent variable. The bigger the value of Beta among the independent variable in this study, the stronger the contribution to this study. The smaller the value of Beta among the independent variable in this study, the lesser the contribution to this study. Negative sign can be ignore whereby negative sign does not affect the indication of the beta value (Pallant, 2010).

While for p-value, when the p-value is less than 0.05 ($p < 0.05$), the relationship between the variable is statistically significant and when the p-value is less than 0.001 ($p < 0.001$), the relationship between the variable is statistically highly significant. Next is the t-value, t-statistic measures how many standard errors the coefficient is away from zero. Generally, any t-value greater than +2 or less than -2 is acceptable. The higher the t-value, the greater the confidence in the coefficient as a predictor. While low t-values are indicate of low reliability of the predictive power of that coefficient. Hypothesis 1 to 5 is test by using multiple regression analysis.

4.6.1 Hypothesis 1: There is positive relationship between recognition practices and organizational citizenship behavior (OCB)

According to table 4.13 indicate there are no significant relationship between recognition practices and OCB which obtained by beta value = 0.081 which indicate less contribution to this study, significant value (p-value) = 0.305 which more than 0.05 indicate no significant relationship exist and t-value = 1.029 which indicate low reliability of the predictive power of that coefficient. Hence, hypothesis 1 is rejected.

4.6.2 Hypothesis 2: There is positive relationship between empowerment practices and organizational citizenship behavior (OCB)

According to table 4.13 indicate there are significant relationship between empowerment practices and OCB which obtained by beta value = 0.302 which indicate high contribution to this study, significant value (p-value) = 0.000 which less than 0.001 indicate highly significant relationship exist and t-value = 4.133 which indicate high reliability of the predictive power of that coefficient. Hence, hypothesis 2 is accepted.

4.6.3 Hypothesis 3: There is positive relationship between competence development practices and organizational citizenship behavior (OCB)

According to table 4.13 indicate there are significant relationship between competence development practices and OCB which obtained by beta value = 0.459 which indicate high contribution to this study, significant value (p-value) = 0.000 which less than 0.001 indicate highly significant relationship exist and t-value = 4.528 which indicate high reliability of the predictive power of that coefficient. Hence, hypothesis 3 is accepted.

4.6.4 Hypothesis 4: There is positive relationship between fair reward practices and organizational citizenship behavior (OCB)

According to table 4.13 indicate there are significant relationship between fair reward practices and OCB which obtained by beta value = -0.149 which indicate there are contribution to this study, significant value (p-value) = 0.019 which is less

than 0.05 indicate significant relationship exist and $t\text{-value} = -2.375$ which indicate the relationship is accepted. Hence, hypothesis 4 is accepted.

4.6.5 Hypothesis 5: There is positive relationship between information sharing practices and organizational citizenship behavior (OCB)

According to table 4.13 indicate there are significant relationship between information sharing practices and OCB which obtained by beta value= 0.350 which indicate high contribution to this study, significant value (p-value) = 0.000 which less than 0.001 indicate highly significant relationship exist and $t\text{-value} = 6.699$ which indicate high reliability of the predictive power of that coefficient. Hence, hypothesis 5 is accepted.

4.7 Simple Linear Regression Analysis

Simple linear regression analysis normally used to examine the relationship between two variables. Simple linear regression commonly use in the prediction of a variable based on another variable. Variable that need to be predicted normally is dependent variable while the variable that uses to predict another variable is independent variable. Hypothesis 6 in this research is test by using simple linear regression analysis.

Table 4.14

Model Summary of IV to DV (Job Satisfaction as DV)

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.793 ^a	.629	.627	.51640	.629	335.482	1	198	.000

a. Predictors: (Constant), OCB

b. Dependent Variable: Job_Satisfaction

According to table 4.14, R Square was recorded as 0.629 which indicates that 62.9% of variations in the job satisfaction were influenced by the OCB.

4.7.1 Hypothesis 6: There is positive relationship between organizational citizenship behavior (OCB) and job satisfaction

Table 4.15

Coefficients Table of OCB and Job Satisfaction

Coefficients ^a												
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	-.548	.353		-1.553	.122	-1.243	.148					
OCB	1.048	.057	.793	18.316	.000	.935	1.161	.793	.793	.793	1.000	1.000

a. Dependent Variable: Job_Satisfaction

According to table 4.15 indicate there are significant relationship between OCB and job satisfaction which obtained by beta value = 0.793 which indicate high contribution to this study, significant value (p-value) = 0.000 which less than 0.001 indicate highly significant relationship exist and t-value = 18.316 which indicate high reliability of the predictive power of that coefficient. Hence, hypothesis 6 is accepted.

4.8 Chapter Summary

Table 4.16

Summary of All Hypotheses

Hypothesis	Statements	Result
H1	There is positive relationship between recognition practices and OCB.	Rejected
H2	There is positive relationship between empowerment practices and OCB.	Accepted
H3	There is positive relationship between competence development practices and OCB.	Accepted
H4	There is positive relationship between fair rewards practices and OCB.	Accepted
H5	There is positive relationship between information sharing practices and OCB.	Accepted
H6	There is positive relationship between OCB and job satisfaction.	Accepted

Variety of data analysis has performed in this study. According to the results of all the data analysis method, all four hypothesis statements are accepted in this study and the summary is shows in table 4.16. All related results from different method of data analysis has perform in table form which easier the understanding of user. The conclusion, recommendation and limitation of this study were discussed further in next chapter.

CHAPTER5

CONCLUSION AND DISCUSSION

5.0 Introduction

This chapter is concluding the whole research based on the analysis in previous chapter. Furthermore, limitation and recommendation of this research also were cover in this chapter.

5.1 Discussions

Five from six hypotheses statements were accepted in this research, this indicated there are relation between the dimensions of HRM (empowerment practices, competence development practices, fair reward practices and information sharing practices), OCB and job satisfaction do exist. The main purpose of this research is to seek for the outcome on how human resources management (HRM) practices is playing the role in enhancing organizational citizenship behavior (OCB) and how organizational citizenship behavior (OCB) is playing the role in enhancing job satisfaction. OCB has become an unavoidable outcome of a social exchange process. High level attachments to the organization able to increase job security hence increase OCB as well. Employee who perceives organization care was tending to serve the company with more effort.

Positive outcome should be occurred whereby high involvement of HRM practices able to increase the sense of OCB thus enhanced job satisfaction. OCB is highly concerned on job commitment and job loyalty, since both sense of commitment and loyalty able to influence not just the performance of employees but

also to the performance of the organization as well. High engagement to OCB able to enhances organization commitment thus increase the performance of the employees and followed by improves the performance of the organization as well. Organizations which support OCB tends to be more humanities, such company is highly concern on the personal factors of the employees instead of just focusing on task completed. The human resources management practices that evoked by high engaged OCB organization is more focusing on empowerment, motivational and also enhance self confident of the employees.

First results obtained from the multiple regression analysis indicated that recognition practices unable to influence OCB. This shows that recognition practices such as job promotional does not affect the OCB of employees. Employees were still performing their OCB even without any recognition as well as employees were not performing their OCB even get any recognition from the management.

Nowadays, job promotional is difficult and takes time, especially in such enforcement organization, job promotional is based on experiences and chances, some of the employee might just stay at the same position until pension. Since employees that work in such organization already understand the consequences therefore they might not taking any hopes about job promotional and just perform their OCB randomly.

Second results obtained from the multiple regression analysis indicated that empowerment practices able to influence OCB. This shows that empowerment practices such as the discretion to make day-to-day decisions about job related

activities able to affect OCB. Employees willing to perform their OCB when they given empowerment in their job.

In others word, when the employees able to make decision, it is actually make them the feeling of belonging, whereby they feel like owing the organization as the more decision is make the stronger the bonding between the employee and the organization.

Third results obtained from the multiple regression analysis indicated that competence development practices able to influence OCB. Competence development practices such as job rotation programme and job related training able to affect the OCB of employees.

Competence development practices such as job rotation programme let the employees having chances to serve every department in an organization. The more departments they served the more they understand the major function of the organization.

Fourth results obtained from the multiple regression analysis indicated that fair reward practices able to influence OCB. Fair reward practices such compensation and performance evaluation able to affect the OCB of employees.

In others word, when an employee received compensation or any others monetary reward, they might feel their hardworking is appreciate by the organization. In additional, monetary reward is another motivation method that able prolongs the services of an employee.

Fifth results obtained from the multiple regression analysis indicated that information sharing practices able to influence OCB. Information sharing practices facilitates transparency of an organization. Therefore when the more the employee know about their organization the more the employee were tolerance.

When transparency is high, suspicious become low. Low level of suspicious able to increase trustworthy while high level of trustworthy able to reduce the turnover rate of employees. When turnover rate is low, which means employee were work longer in the organization and long length of services is actually increasing the sense of belonging thus increase the OCB of employees.

Sixth results obtained from the simple regression analysis indicated that OCB able to influence job satisfaction. The higher the sense of OCB the higher the job satisfaction of employees. Basically, employees only were performing OCB when they really like their job. When the employee is in-love with their job, they were actually spreading positive word-of-mouth.

When employees spreading positive word-of-mouth, it able to increase the image of an organization whereby spreading good word is also part of OCB. Therefore the more the employee is satisfied with their job the more the strong the feeling of OCB.

Although the first result of multiple regression analysis indicate that hypothesis statement one is rejected but eventually in the study of Yang (2012), finds that employee is actually benefiting from high involvement of HRM practices are likely to exhibit OCB as they feel emotionally attached to their organization thus willing to mentally and physically. The implementation of high involvement of HRM

practices able to exert extra role from employee due to their attachment to the organization. When employee perceived benefit from the organizational care and support through high involvement of HRM practices, they actually feel obligated to reciprocate.

While according to Bolino et al. (2002); Wilke and Lanzetta (1970), enhanced job satisfaction able to improved the relationship between co-worker and organization thus lead to higher level of job commitment and ultimately increase OCB in return.

5.2 Managerial Implications

This research might be useful for organizations in both public and private sector as high involvement of HRM practices, OCB and job satisfaction is common in all sector. In the aspect of managerial implications, these studies make very importance commitment and contributions to the service industry. Although there are some similarity with other previous study but it is important as this study is also contains unique finding.

High involvement of HRM practices are break into five independent variables and participate solely in this study. As refer to the study of Yang (2012), all the dimensions of high involvement of HRM practices should have positive relationship with OCB but eventually in this research, recognition practices does not really show positive relationship with OCB, whereby it actually provide clear information to the employer whereby recognition practices do not really matter in some circumstances when intends to enhance OCB of employees.

While others dimension of high involvement of HRM practices such as empowerment practices, competence development practices, fair reward practices and information practices once again proved with positive relationship with OCB thus it also provide the employer with clear information saying that this four dimensions are very important and should be sustain as well as improvement.

5.3 Limitation of the Research

Firstly, this research was conduct in an enforcement agency whereby the practices and policies of the organization is quite stagnant. As concern, changes of policies and practices are quite hard whereby those policies and practices of the organization is actually control by the policies of nation. In others word, even problem or feedback from employee is significant, but changes is limited. For example, when employees feel less satisfy with the HRM practices in the organization and voice them to the top management, changes still not granted whereby authority is not actually given to the organization itself. When working in the enforcement agency, tolerance is important.

Secondly, questionnaires are only distributed in the RMCD Perak whereby it is actually small size of respondent when compare to the whole size of the RMCD population. As concern, RMCD are in every state of Malaysia while this study is actually focused on one particular state which is Perak.

Thirdly, this study is complete in short time whereby some of the aspect might be ignore such as those questions that contain in the questionnaire are not compatible to provide proper answer and does not reflect the actual practices of the organization. Moreover, due to time concern, this research is conduct through simple

way, not much variables are involved in this study and it might make the results of the study not useful and interesting.

Lastly, respondents that participate in this study are all working adult and full with experiences, therefore there might be possibilities they just answer the questionnaire randomly without any proper digestion with what actually the questionnaire try to delivery. Besides, due to all the respondents are from educated background, it makes them to feel inappropriate to ask if they do not understand the message or meaning of the questionnaire and this might make them to answer the questionnaire wrongly.

5.4 Suggestion for Future Research

This study were become more useful if it able to involve private sector organization as benchmarking. Therefore it is recommended adding in at least one private sector organization as benchmarking in future study. Since topic that involved HRM practices, OCB and job satisfaction is never to become obsolete, therefore it is interesting to enhance the research framework that develops in this research by adding more variables. This kind of research is good to be practice in the labour based company whereby good practitioner of OCB in labour based company able to reduce turnover issue. This kind of research also hope to provide helps to company that actually having poor practices of HRM especially old fashion type of company whereby they actually does not form human resources department probably. Through this research also hope to derive the message of how important of well practices of HRM thus affect OCB of the employees and follow by their job performance. Poor

HRM practices is actually a type of harassment that able to reduce the OCB of employees.

Besides that, when employee in this organization accepting job promotion, they have to expect shifting to others places, these practices were actually withdraw the OCB of employee in certain aspects. However, when in normal occasion, the acceptance of OCB in this organization is quite high whereby employees who worked in this organization seldom quit.

Although the result indicated that the dimension of recognition practices does not have any relationship with OCB and this is consider as negative issue but eventually it also provide a good direction for future research as research can be enhance by just focusing on recognition practices and OCB in future. While others dimensions such as empowerment practices, competence development practices, fair reward practices and information sharing practices once again proved with positive relationship to OCB but eventually those dimensions can be less concern in future study. Besides that, this study also once again proved the relationship do exist between OCB and job satisfaction therefore both variables also can be less concern in future study.

As concern, since this study do not contain any mediating variables and moderating variables therefore researcher should consider to add in mediating and moderating variables in future study. The research is becoming more compatible by adding both mediating and moderating variables. By adding mediator and moderator between independent variable and dependent variable able to develop more solid relationship thus provide more information outcome.

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APPENDIX





**Pusat Pengajian
Pengurusan Perniagaan**
SCHOOL OF BUSINESS MANAGEMENT

Universiti Utara Malaysia

Dear Respondent,

I am a Master of Science in Management student from University Utara Malaysia. I am conducting a research on **“High involvement of human resources management practices, organizational citizenship behavior and job satisfaction in Royal Malaysia Customs Department Perak.”** I request you to participate in this study by answering the attached questionnaire that will hardly take about 10 minutes.

The questionnaire is anonymous, and your response will be used for the academic research purpose only. If you have any questions or concerns about the questionnaire or about participating in this study, you may contact me at vivian196131@gmail.com. You can also request for research findings through same email address.

Thanks for your cooperation.

Sincerely,

SECTION A:

Demographic information

The following information is strictly confidential and will only be used for research purpose. I will be grateful if you could kindly fill the required information.

Please read the following statements and **TICK** (✓) in the box.

1. Position:

.....

2. Department / Unit

.....

3. Gender

- a. Male () b. Female ()

4. Marital status

- a. Married () b. Single ()

5. Age group

- a. 20 - 30 () b. 31 - 40 ()
c. 41 - 50 () d. Above 50 ()

6. Level of education

- a. SPM /STPM () b. Diploma ()
c. Matric () d. Bachelor of degree ()
e. Master () f. PhD ()

7. Years of service

- | | | | |
|----------------------|-----|------------------|-----|
| a. Less than 5 years | () | b. 5 – 10 years | () |
| c. 10 – 15 years | () | d. 15 – 20 years | () |
| e. Above 20 years | () | | |

8. Monthly Income

- | | | | |
|----------------------|-----|----------------------|-----|
| a. Less than RM2,000 | () | b. RM2,000 – RM3,000 | () |
| c. RM3,001 – RM4,000 | () | d. RM4,001 – RM5,000 | () |
| e. Above RM5,000 | () | | |



SECTION B: Human Resources Management Practices

Please read the following statements and **TICK (√)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
<u>Recognition practices</u>								
1.	When I do good quality work, my colleagues regularly show me their appreciation.							
2.	In my work unit, supervisors tangibly recognize my efforts							
3.	In my work unit, supervisors regularly congratulate me in recognition of my efforts							
<u>Empowerment practices</u>								
1.	We are given great latitude for the organization of our work.							
2.	In my work unit, we have considerable freedom regarding the way we carry out our work.							
<u>Competence development practices</u>								
1.	We can develop our skills in order to increase our chances of being promoted.							
2.	We can rotate our jobs to develop our skills.							
3.	Several professional development activities (e.g. coaching, training and course) are offered to us to improve our skills and knowledge.							

SECTION B: Human Resources Management Practices

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Fair rewards practices

1.	I estimate my salary as being fair internally.							
2.	My salary is fair in comparison with what is offered for a similar job elsewhere.							
3.	In my work unit, we consider that our compensation level adequately reflects our level of responsibility in the organization.							

Information sharing practices

1.	We are regularly informed of our KPI							
2.	We are regularly informed of our work unit's performance.							

SECTION C: Organizational Citizenship Behavior

Please read the following statements and **TICK (✓)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Altruism

1.	I help Others who have heavy workloads.							
2.	I am always ready to lend a helping hand to those around me.							
3.	I help orient new people through it is not required.							
4.	I willingly help others who have work related problems.							
5.	I always look for other work to do when I finished with those assigned work.							
6.	I always do more work than required.							

Civic Virtue

1.	I attend functions that are not required, but help the company image.							
2.	I keep abreast of changes in the Organization.							
3.	I read and keep up with organization announcements, memos and so on.							
4.	I always offer suggestion for ways to improve the operation for the organization.							
5.	I concerned with standard of performance.							
6.	I initiates activities related to my job responsibilities.							

SECTION C: Organizational Citizenship Behavior

Please read the following statements and **TICK (√)** the response that closely represents your opinion. The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Courtesy

1.	I consider the impact of my actions to my co-workers.							
2.	I am mindful of how my behavior affects other people's job.							
3.	I take steps to try to prevent problems with other workers.							
4.	I try to avoid creating problems to others.							
5.	I respect the right and privilege of others.							
6.	Management will inform me before taking any important actions.							

Sportsmanship

1.	I consume a lot of time complaining about trivial matters.							
2.	I tend to make "mountain out of molehills" where I will over-reactive and having histrionic behavior when a person makes too many of minor issue.							
3.	I always focus on what is wrong rather than the positive side.							
4.	I don't express resentment with any changes that introduces by the management.							
5.	I don't always find the fault with what the organization is doing.							
6.	I always treat institute's property with care.							

SECTION C: Organizational Citizenship Behavior

Please read the following statements and **TICK (✓)** the response that closely represents your opinion.
The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7				
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree				
				Strongly Disagree	Strongly Agree					
				1	2	3	4	5	6	7
<u>Conscientious</u>										
1.	I gives advance notice when I enable to come to work.									
2.	I maintain a clean workplace.									
3.	I always on time for work.									
4.	I get a great deal done within a set of time frame.									
5.	I assists superior with his/ her work.									
6.	I maintain good communication with my superior.									

SECTION D: Job Satisfaction

Please read the following statements and **TICK(✓)** the response that closely represents your opinion.
The statements are anchored on the following 7 point Likert Scale:

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
--	--	---	---	---	---	---	---	---

Satisfaction with supervisor, promotion and corporate policies.

1.	Top management really knows its job.							
2.	Management is progressive.							
3.	My superior has always been fair in dealings with me.							
4.	My opportunities for advancement are not limited.							
5.	My superior gives us credit and praise for work well done.							
6.	This company operates efficiently and smoothly.							
7.	Person in this company receive good support from the headquarter.							
8.	There are plenty of good job here for those who want to get ahead.							
9.	The company has a fair promotion policy.							
10.	My superior really tries to get our ideas about things.							

Satisfaction with job it self.

1.	Overall my job is satisfying.							
2.	My work gives me sense of accomplishment.							
3.	I am really doing something worthwhile in my job.							

SECTION D: Job Satisfaction

Please read the following statements and **TICK (√)** the response that closely represents your opinion.
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Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly Agree

Strongly Disagree ←————→ Strongly Agree

		1	2	3	4	5	6	7
<u>Satisfaction with fellow workers.</u>								
1.	My fellow workers are pleasant.							
2.	The people I work with are very friendly.							
<u>Satisfaction with pay.</u>								
1.	My pay is high in comparison with what others get for similar work in other companies.							
2.	In my opinion, the pay here is higher than in other companies.							

THANK YOU VERY MUCH FOR YOUR TIME AND EFFORT, IT IS GREATLY APPRECIATED